

PERS

73-2094

Executive Registry

113-1370/1

13 APR 1973

MEMORANDUM FOR: Executive Secretary,
CIA Management Committee

SUBJECT: Comments on the Annual Personnel Plan
Prepared by OP for Submission to the
CIA Management Committee

1. The Annual Personnel Plan has been a useful catalyst to our thinking on the personnel problem and represents a good beginning. There are, however, problems which merit considerable further discussion. We make the following comments on the APP as submitted.

2. I suggest that the Annual Personnel Plan is not, despite its title, a personnel plan, but rather a data call. It does not set forth how a set of objectives will be accomplished. The APP contains no statement of objectives nor is there any discussion as to how whatever objectives we may have can be accomplished. I further suggest that we not call for these data at this transition time, but in fact develop personnel objectives for discussion during the FY 74/75 operating year/planning year review.

3. A suitable set of personnel objectives for the Agency should probably be structured like the programmatic objectives recently approved. Thus, DCI-level personnel objectives would be complimented by Directorate- or Office-level objectives as well. By way of illustration, the following might be representative of both the DCI-level and individual office objectives we could set forth and discuss:


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
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- a. Take steps to reestablish a reasonably normal Agency-wide age distribution of employees.



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 The present problem

 The goal

- b. Related to the above, examine the distribution of employees by age and grade within each of the 54 offices, set standards based on the nature of the tasks performed by each office, and monitor progress towards, and compliance with, those standards.

- c. Revise the Agency staffing complement to achieve an overall T/O reduction during FY 74 of x based on the elimination of lower priority tasks.

- d. Establish and carry out a vigorous and honestly managed program to identify the lowest x% of the work force each year and to eliminate half that number the following year.

- e. Increase by x% the number of black professionals at selected grades on duty in the Agency.

- f. Reduce by x% our annual attrition rate due to job dissatisfaction and/or misassignment.

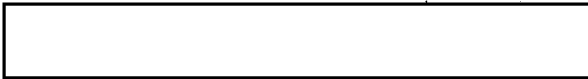
g. Develop an Agency-wide list of "comers" and ensure that in any given year at least x% of them move between Directorates.

These would obviously require much debate and clarification. They do not, of course, represent all the possibilities, but are intended only to be suggestive.

4. The APP clearly reflects the prevailing disposition to leave nearly all personnel management problems to the deputies and/or heads of career services. It seems to me that we should be seeking a balanced approach to personnel management in which there are both Agency-wide personnel objectives and Directorate or office objectives, with OP responsible for monitoring performance on the former and the individual offices responsible for the latter.

5. The APP should provide a way to cope with the problem of translating objectives into workload requirements. While individual offices might take this step, there is no evident provision in the APP of a systematic procedure based on any kind of work measurement technique. Without such a procedure, I'm afraid that the APP is of little utility for resource allocation or budget defense.

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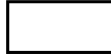

Charles A. Briggs
Director of Planning,
Programming, and Budgeting

*Annual
Personnel
Plan*

Annual Personnel Plan

Chief, Plans Staff
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13 March 1973

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Have recast narratives to link APP more directly to Program Submission and to make them as brief as possible. (Front piece is one page and practically all guidances have been absorbed in Tables leaving only one page of instructions.)

In response to interest in brevity of narrative have eliminated questions in APP.

Had difficulty talking about components and not career services since latter are in charge of hiring, assigning, promoting and career managing--the very things to be planned in APP. Recognize the value of linking personnel resources to program and budgetary management. Concluded only way was to place responsibility in components in DD/O, DD/S&T and DDI while putting it in Support Services since they have responsibility for staffing entire Agency. (Makes no sense for you to plan hires, assignments and promotions only within OP.)

Have tried to pick up all points of Mr. Colby including the specific subjects mentioned for reports. Obviously, brief mention in APP of data pertaining to an area of personnel management will not replace the need for various reports used for administrative purposes at different echelons. I know of no report that can be replaced or should be replaced at this time, and I don't think we should balloon the APP to
(contd)

replace reports. Nevertheless,
we could tell Mr. Colby we will
make this idea an objective to
consider in the next running.

[Redacted]

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